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FILE #2

OFFICE OF TRAINING
BULLETIN

CLANDESTINE SERVICES EDITION

CS-55

December 1960

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FOREWORD

As the tenth anniversary of the birth of the Office of Training approaches, we look back with pleasure on the many cordial and rewarding relationships we have had with all parts of the Agency. It has been a gratifying experience indeed and I wish to express our appreciation to all who have helped make the training mission successful.

A new and more challenging decade lies ahead. It is with confidence in the continued cooperation and good will of our colleagues that we lay positive and ambitious plans for the future. On our part, we commit ourselves to the task of offering more and better training opportunities for careerists in the intelligence profession.

To all, on behalf of the Office of Training, may I extend friendly greetings for the CHRISTMAS season and best wishes for the NEW YEAR.

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MATTHEW BAIRD

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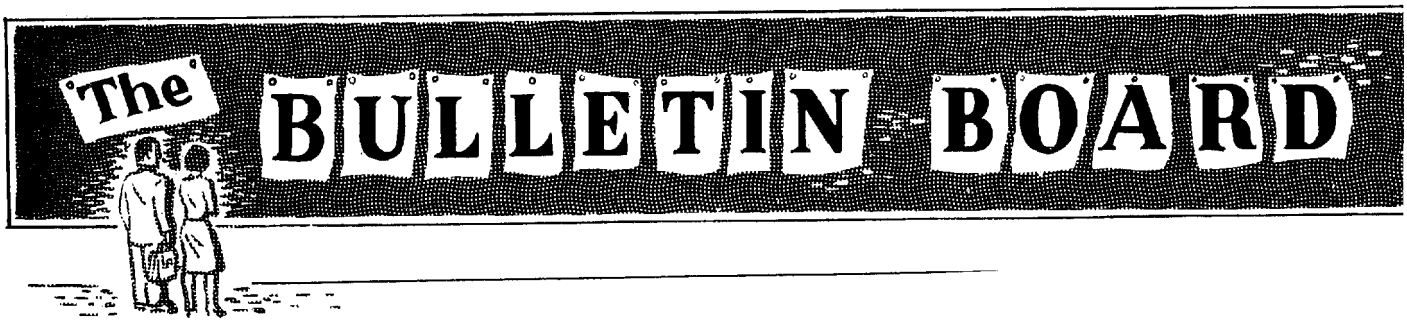

INFORMATION ON MILITARY RESERVIST ACTIVITIES INCLUDED IN THIS ISSUE

This month's edition of the Bulletin features a new section on Military Reservist Activities. Information has been supplied by the Mobilization and Military Personnel Division/OP. We hope to keep this section as a regular part of our Bulletin. Your suggestions and comments on this addition are invited!

SIMPLIFIED REGISTRATION FOR LANGUAGE SELF-STUDY

Effective 15 November, Form 73 was no longer required to register for use of the language laboratories for self-study. Students enrolled in formal courses will continue to have precedence in the use of the labs.

Personnel may now arrange for self-study at either of the language labs, 2132 Eye Building or 2219 Washington Building Annex (Arlington Towers), where registration will be completed by the supervisors of the rooms.

VOLUNTARY LANGUAGE TRAINING PROGRAM

The Voluntary Language Training Program (off-duty hours) began its Fall-Winter Semester 1960-1961 with 140 students enrolled in classes at different levels in 10 languages:

Arabic	(101)	Japanese	(101, 104)
Chinese	(202)	Persian	(101)
French	(201 and Seminars)	Russian	(101, 102, 103, 201, 203)
German	(103, 203)		
Italian	(Seminar)	Spanish	(201 and Seminar)
		Swedish	(101)

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VOLUNTARY LANGUAGE TRAINING PROGRAM (cont'd)

As can be seen from the course numbers, a greater percentage of students than heretofore availed themselves of the opportunity to increase their language proficiency above the elementary level; that is, over 50% were enrolled in the 200 series classes and in Seminars. This is a heartening sign in terms of the Agency's continuing need for personnel who have intermediate or high proficiency in the common languages.

However, it should be emphasized that too few people are availing themselves of the opportunity to study the less common languages, several of which are high on the Agency's list of priorities, for example, Arabic, Persian, Chinese, Japanese, Greek, Turkish and Slavic languages other than Russian. The VLTP in its off-duty hour classes can provide the groundwork for later more intensive study of these last-named languages, as well as others. A corps of well-trained, experienced instructors, all high or native in proficiency, has been built up over the three and a half years since the Program's inception and others can be recruited as the need arises. When five individuals (four for some languages) request training at a given level in any of some 25 or 30 languages, the VLTP will give the class at regularly scheduled times.

Agency personnel are reminded that the next semester of the VLTP will begin on 6 March 1961 and will run for 21 weeks, with five hours of instruction per week. Prerequisites are the Foreign Language Aptitude Test (FLATB) and approval by either the appropriate Career Board or Operating Official. Students wishing to enter classes at the 200 or Seminar level are reminded to take the Agency Foreign Language Proficiency Test in the given language at the earliest practicable date (if they have not already done so) in order to facilitate placement at the right level of instruction.

Early registration for the new semester is urged. The registration deadline is 3 February.

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Questions about placement and qualifications should be addressed to [redacted] on [redacted] Routine questions other than the above may be addressed to [redacted] on the same extension.

RELOCATION OF VLTP CLASSES

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VLTP classes, formerly held in Quarters Eye, are now being conducted in [redacted] and R&S. Students will receive appropriate room numbers directly from the Language and Area School.

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FOREIGN LANGUAGE NEWSREELS

The Language and Area School will show a series of short newsreels in foreign languages every Tuesday and Thursday, beginning 20 December, and according to the following schedule:

Arlington Towers - Room 2232

Tuesday	1200	Russian
	1230	Italian
Thursday	1200	French
	1230	Spanish
	1300	German

"I" Building Lab - Room 2132

Tuesday	1200	French
	1230	Spanish
	1300	German
Thursday	1200	Russian
	1230	Italian

FILING WORKSHOPS SCHEDULED IN JANUARY

Each day the office problem of filing and finding papers grows larger and more complex. To help solve this problem, OTR and the Records Management Staff presented several Filing Workshops. The last was oversubscribed. Three more will be conducted in January. Because of the unique problems in each of the three Agency components, separate Workshops have been scheduled:

DDS	16 January	501	1016 16th Street
DDI	19 January	117	Central Building
DDP	24 January	1402	"I" Building

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The Workshops emphasize the Agency's Subject Numeric Filing System for administrative files as established in Handbook [redacted] However, other types of files and procedures as well as the Agency's Records Management Program will be reviewed. Morning sessions (0900-1200) will cover filing systems, classification methods, filing techniques, and practical tips on supplies and equipment. Afternoon sessions (1300-1600) will cover the selection and installation of a filing system, the Agency's Records Management Program, and solutions to office filing problems. File clinics will be conducted to discuss personal filing problems presented by students.

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FILING WORKSHOPS SCHEDULED IN JANUARY (cont'd)

These Workshops will benefit records officers, secretaries, analysts, and administrative officers as well as those working full-time with files. For registration, Training Officers should send Form 73 to the Registrar's Office no later than 9 January for the DDS and DDI Workshops and 16 January for the DDP Workshop.

LOGISTICS SUPPORT COURSE TO BEGIN IN JANUARY

Logistics Support Course (No. 22) is scheduled from 23 January to 3 March 1961. This is a six-week training program which includes tours to the Agency's warehouse and its printing plant.

Instruction is divided into two phases. Phase I at Headquarters (four weeks) is from 23 January through 17 February and consists of lectures, discussions, and case-problems in Agency supply, procurement, transportation, real estate, and organization and function of printing services. Lectures and study materials also deal with Logistics planing, Type II station accountability, and the headquarters and overseas responsibilities of a logistics officer. Phase II - Field Training (two weeks) is from 20 February through 3 March and consists of student participation in Logistics field activity. This covers Financial Property Accounting (FPA), stock control, M/R accounts, and field supply problems. Instruction also is given in specific aspects of the logistics support of covert operations, air operations, maritime operations, and ordnance supply.

Class sessions are supported by training films, seminars, and by student participation in a field support problem. A student may take only one phase of the course but this arrangement should be discussed with [redacted] 25X1A
25X1A [redacted] Training Officer/OL, before registration.

To register or for additional information on the course, call [redacted] 25X1A9A
25X1 on [redacted]

AMERICANS ABROAD ORIENTATION [redacted] 25X1A
25X1A [redacted] will be given by Area Training/LAS on 9 and 10 January. Classes will be conducted from 0900 to 1630 hours in Room 2210 Arlington Towers. For further information on the course call the Chief
25X1A9A Instructor, [redacted] on [redacted] 25X1

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INTELLIGENCE REVIEW COURSE PLANNED FOR FEBRUARY

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The Intelligence School has tentatively scheduled a second Intelligence Review Course for the mornings of the two weeks, 6 to 17 February 1961, in the [redacted] Auditorium.

The course offers an opportunity for experienced personnel to review the current status of the intelligence profession and to discuss organizational changes and relationships affecting their duties and responsibilities to the Agency. Intelligence objectives and requirements, the current status of the intelligence process, the development and functioning of the intelligence community, and current problems of coordination are reviewed. The role of support in intelligence activities and the support structure of the Agency are discussed. Final sessions are devoted to a review of the current status of International Communism and a comparison of the Sino-Soviet bloc with the U. S. as a World Power.

PRINTING SERVICES SEMINAR TO BE HELD IN SPRING

The fourth Printing Services Seminar will be conducted by the Office of Logistics in early Spring, 1961. Dates for the Seminar will be announced in the next edition of the Bulletin.

The Printing Services Division offers this twelve-hour seminar (3 half days) for individuals who are responsible for preparing, ordering or authorizing printing. It is also helpful to others who require services of the Division.

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Inquiries should be directed to [redacted] Training Officer/OL,

25X1 [redacted]

CLERICAL TESTING

The next Clerical Skills Qualification Tests for employees who have to meet the Agency's requirements in shorthand and typing are scheduled to be given in Room 508, 1016 16th Street on 9 and 23 January, and on 6 and 20 February. Typing is at 1:15 p.m. and shorthand is at 2:00 p.m.

Tests are given by the Clerical Training Faculty of OTR. Supervisors or Placement Officers register their employees with Clerical Training on

25X1 [redacted] The Chief/CT/TR sends a report of the results to the employee's Placement Officer. Those who do not meet the required standards have to wait at least five weeks before they are eligible to be retested.

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IBM AND RCA LOCAL TRAINING COURSES

The Federal Systems Division of the International Business Machines Corporation (IBM) offers courses in the use of IBM equipment. Bi-annual schedules are published by IBM and are available to Training Officers. Courses in the use of electronics data processing equipment are conducted by the Electronics Data Processing Division of the Radio Corporation of America (RCA).

Application forms for enrollment can be obtained from the External Training Branch/RS/TR. These forms should be forwarded to C/ETB by the requesting office at least four weeks before the start of a course. In both programs Agency employees are enrolled in an overt status unless ETB is notified to the contrary.

25X1A9A Further information can be obtained from [redacted] on [redacted] 25X1

NEW OTR REGULATION ON TRAINING REPORTS

One of the basic means of communication between OTR and its consumers is the report on an individual's achievement in a course, commonly known as the "Training Evaluation Report." A new OTR regulation (No. 25-4, dated 1 November 1960) aims to streamline this communication by providing for a simplified, standardized format. At the same time there is provision for flexibility in the manner and length of reporting the individual student's performance. The new procedures are the result of several months' study by the OTR Education Committee, at the request of the Director of Training.

The basic format comprises identifying information about the course and the student, an Objectives-Content and Methods Section, and an Achievement Record Section. There are three variations of the last section: one for a report of attendance only; one for a report of achievement in relation to only the over-all objective; and one for a report of achievement in relation to several major objectives. Achievement may be reported by adjectival ratings alone, narrative description alone, or both. For courses which report adjectival ratings, the same set of three degrees will be used: Excellent, Satisfactory, Unsatisfactory.

The label "Training Evaluation Report" will be replaced by "Training Report", since the same basic format is to be used for courses which report only attendance as for those which evaluate individual achievement. Although efforts in improving the revisions have focused on clarity and brevity of communication, OTR's primary concern in reporting student achievement continues to be with the quality of the reports and of the evidence on which they are based.

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BUDGETARY FORMULATION COURSE TO BE GIVEN BY OFFICE OF COMPTROLLER

The Office of the Comptroller has scheduled another of its Budgetary Formulation Courses for the period 3 January-3 February. Classes will meet from 1:00 to 3:00 on Tuesday and Friday in Room 2103 Alcott Hall.

The course provides a background in the history of budgets and instruction in the formulation and presentation of budgets. As part of the Financial Management Program developed by the Agency, this course and another entitled "Budget Execution' are offered for both SF and non-SF employees who perform budgetary duties.

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Call [redacted] Comptroller Training Officer, [redacted] for further information or to register for the course. 25X1

CORRECT NAMES, PLEASE!

To assist those responsible in transferring training data to the permanent Agency Training Record, we ask Training Officers to make sure that students' names on the [redacted] (the "green" sheet) are clearly and correctly identified. Nicknames should be avoided; **and middle initials should be given.**

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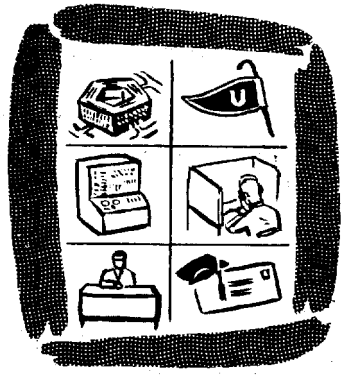

External PROGRAMS

The Agency may sponsor an employee's attendance at any of the programs summarized in this section of the Bulletin or at any other approved programs conducted at external facilities. An employee who is planning sponsored study at a Government facility or who is planning to utilize an Agency quota at a non-Government facility should not make any direct inquiries to the institution about its enrollment procedures; nor should a supervisor of the employee. He should call [redacted] Chief, External Training Branch, RS/TR, [redacted] who will make the necessary arrangements. However, if an employee plans to attend a full-time or part-time program at a non-Government facility, under Agency auspices, he may inquire about the program and, upon approval of sponsorship, will enroll directly. He is responsible for fulfilling all requirements for admission that are set by the institution.

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Any employee who attends at his own expense should make his own arrangements, governed by the Agency's security requirements.

The Admissions and Information Branch, [redacted] can provide details on the following programs and can also obtain information on other programs in which you may be interested. It maintains a collection of material on courses at domestic and foreign schools, other Government-conducted programs, and on those sponsored by private enterprise.

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TECHNICAL WRITERS' INSTITUTE - RENSSELAER POLYTECHNIC INSTITUTE

A one-week Technical Writers' Institute is conducted each summer by Rensselaer Polytechnic Institute. In 1961 it will be presented from 12 through 16 June.

Designed for engineers and scientists and for administrators required to supervise technical writing, the program consists of lectures by the Institute Staff on fundamentals of writing, and demonstrations by visiting staff members. The principles are put into practical operation by the use of laboratory problems and free discussion. Critiques and forums conducted by members of the class complete the program.

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MANAGEMENT PROBLEMS FOR EXECUTIVES - UNIVERSITY OF PITTSBURGH

In 1961 the School of Business Administration, University of Pittsburgh, will hold two sessions (26th and 27th) of its eight-week course in Management Problems for Executives on 6 March-28 April and 25 September-17 November. Executives selected to attend this course should be in the age bracket of 35 to 50 years.

The program includes courses in business policy, operating and administrative policy, and management controls. For the first week or ten days lectures, textbook and mineographed assignments, and discussions are provided to develop basic principles in different subjects. This acquaints participants with a sufficient background to enable them to understand case studies. These studies deal with particular problems involving one or more company executives at a particular time in a particular organization. All cases are drawn from actual experiences and presented with realistic detail. After the cases have been reported by the case committees, they are thrown open to general class discussion by the conference method under the leadership of a faculty member. Hence, the men are assured of a practical approach to management problems; and, at the same time, they share with one another the benefits of their varying backgrounds. Study and discussion are carried on not only in the members' rooms, but also jointly in the study and conference rooms which are available to all members of the course.

A 7070 Type of electronic computer, located at the University Computer Center, will be used to show how the digital computers are being used as an aid in making management decisions. Several inspection trips to industrial plants are also included in each session of the course.

A prerequisite for attendance is the completion of OTR's Management Course. Applications must be sent to the Registrar through Deputy Directors by 16 January 1961. Arrangements will be made with the University of Pittsburgh by OTR for admission of approved candidates.

INSTITUTE OF RAILROAD MANAGEMENT - THE AMERICAN UNIVERSITY

The American University's School of Business Administration will conduct its fifteenth Institute on Railroad Management from 9 through 19 January 1961. The Institute is a tested management development program for middle management executives who are in charge of operations and for senior executives responsible for planning and directing operations.

Discussion will cover the three main categories of Analysis of Competitive Position of the Railroad Industry: Problems and Possible Solutions; Railroads in a National Emergency; and Procedures Toward Improved Management.

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REGISTRATION DATES - SPRING SEMESTER - LOCAL SCHOOLS AND UNIVERSITIES

Dates of registration at local schools for 1961 spring semester courses are:

American University	2 Feb - 4 Feb
Catholic University	
Graduate	24 Jan - 26 Jan
Undergraduate	27 Jan - 31 Jan
Department of Agriculture, Graduate School	28 Jan - 4 Feb
Georgetown University	
Institute of Language and Linguistics (New students - 3 Feb - 6:30 p.m.)	25 Jan - 27 Jan
Graduate School (New students - 25 Jan only)	25 Jan - 27 Jan
School of Foreign Service (New students - 3 Feb - 6:30 p.m.)	25 Jan - 27 Jan
George Washington University	2 Feb - 4 Feb
Howard University	1 Feb - 2 Feb
University of Maryland	6 Feb - 10 Feb
School of Advanced International Studies	6 Feb - 7 Feb
Southeastern University (Freshmen and Graduate Students - 2-24 Jan)	25 Jan - 27 Jan
University of Virginia, Northern Virginia Center	Early January

Reminder:

In order to insure that those students requesting Agency sponsorship receive an advance of funds to cover tuition payments, the external training requests should be sent to the Registrar/TR at least three weeks prior to the registration.

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PROFESSIONAL MEETINGS AND CONFERENCES

7th Annual Meeting, American Astronautical Society, 16-18 January 1961, Dallas, Texas.

29th Annual Institute of Aeronautical Sciences, 23-25 January 1961, New York City, Hotel Astor

American Mathematical Society, 67th Annual, 24-27 January 1961, Washington, D. C.

Society for Industrial and Applied Mathematics, 24-27 January 1961, Washington, D. C.

Mathematical Association of America, Annual, 25-27 January 1961, Washington, D. C.

American Institute of Electrical Engineers, Winter Meeting, 29 January-3 February 1961, New York, N. Y.

2nd Winter Military Electronics Convention, Institute of Radio Engineers, 1-3 February 1961, Los Angeles, California, Hotel Biltmore.

6th Annual Gas Turbine Conference and Exhibit, American Society of Mechanical Engineers, 5-9 March 1961, Washington, D. C., Shoreham Hotel.

Flight Propulsion Meeting, Institute of Aeronautical Sciences, 9-10 March 1961, Cleveland, Ohio. (classified)

International Convention of the Institute of Radio Engineers, 20-23 March 1961, New York City, Waldorf-Astoria Hotel.

Northeast Conference on Teaching of Foreign Languages, 14-15 April 1961, New York City. Executive: C. Bayerschmidt, Columbia University, New York 27, N. Y.

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ELECTRONICS COURSES - RCA INSTITUTES, INC.

RCA Institutes, in New York City and Los Angeles, California, offer residence and correspondence courses in electronics. Resident instruction at the Institutes is organized on the basis of four terms a year, each term comprising approximately twelve weeks. Classes meet 25 hours a week in the day school, 8 1/3 hours a week in the evening.

The six residence courses offered are:

Advanced Electronics Technology (T-3)--a college-level course in television and electronics technology, including mathematics through differential equations (nine terms in day school)

Television and General Electronics (V-7)--(six terms in day school)

Radio and Television Servicing (V-3)--(three terms in day school)

Radio Telegraph Operating (V-5)--(three terms in day school)

Electronics Drafting Course (V-9)--(twelve terms in evening school)

Code Instruction (V-4)--International Morse Code

Courses T-3, V-3, 5, and 7 are offered to both full-time (day) and part-time (evening) students. Courses V-9 and V-4 are offered only in the evening school.

There are also courses in preparatory mathematics, physics and English which are offered for candidates who fail to meet admission requirements for any of the resident courses. These preparatory courses require one term for completion.

The Institutes' Home Study (Correspondence) School offers four courses: Electronic Fundamentals, Television Servicing, Color Television, and Electronics for Automation.

MIDDLE MANAGEMENT PROGRAMS - U. S. CIVIL SERVICE COMMISSION

The United States Civil Service Commission has announced the dates for the Middle Management Institute and the Interdepartmental Middle Management Intern Program to be conducted in the Washington area early in 1961.

The Middle Management Institute will be held from 9-13 January 1961. This one-week institute will provide a broad view of Government operations with emphasis on recent developments in management methods and concepts.

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Topics presented will deal with the structure of the Federal government and its relationship to our society. The tools, skills, attributes and knowledges which contribute to successful management in Government will be discussed. Persons nominated must be serving in management fields or programs and must be in grades GS-11 to 13 (or equivalent).

The Interdepartmental Middle Management Intern Program will be conducted during the period 9 January to 9 June 1961. Participation will be limited to twenty interns. The interns will attend the Middle Management Institute, 9-13 January. They will then perform in selected work assignments away from their usual work environment and participate in weekly seminars and management workshops. Each intern will enroll in an off-duty academic courses related broadly to management or government subjects. Periodic counseling and appraisal sessions and monthly reports will be used to determine progress made and identify further development activities. Nominees should be persons of outstanding ability, with potential to assume positions of top-level management responsibility in the career service. They should be at grades GS-11 to 13, or equivalent. Each department or agency may submit two nominations.

Applicants for either of these programs must have completed the OTR Management course. Training requests must be forwarded to the Registrar through the appropriate Deputy Director by 21 December.

AMA PUBLICATIONS AVAILABLE FOR RETENTION

During its American Management Association membership year, OTR receives copies of reports and research studies published by the various divisions in AMA. We have listed the titles of some of the reports and studies that are available to employees in the Agency for their retention. In most cases there is only a single copy, so first-come, first-served will be the basis of distribution. Call [redacted] if you are interested in any of the publications.

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Finance Division:

Credit Department Organization and Operations: A Survey of Company Practices

Corporate Mergers and Acquisitions: Basic Financial, Legal and Policy Aspects

Evaluating and Using Business Indicators, with Special Reference to the Current Economic Outlook

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AMA PUBLICATIONS AVAILABLE FOR RETENTION (cont'd)

Financial Planning for Greater Profits: Objectives, Techniques, and Company Practices

Operations Research Reconsidered: Some Frontiers and Boundaries of Industrial OR

Briefing on the Investment Act of 1958

General Management Division:

The Business Man in Politics, and Other Matters of Top Management Concern

Competitive Pricing: Policies, Practices, and Legal Considerations

Developing a Product Strategy

Economic Trends and Government Policy: Their Meaning for Management

Ends and Means of Modern Management: Guides for Top Management Planning and Action

Gaining Acceptance for Major Methods Changes

Management Creeds and Philosophies: Top Management Guides in Our Changing Economy

Meeting the Challenge of Competition and Change

Setting Standards for Executive Performance

International Management Division:

Aspects of East-West Trade: Policies, Experiences, and Practical Guides

The Challenge of a New Environment: Marketing and Personnel Problems Abroad

The European Common Market, A Progress Report

The European Free Trade Association: Implications for U. S. Exports.

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Financing Foreign Operations: Sources of Capital for U. S. Trade and Investments

Increasing Profits from Foreign Operations: Analysis, Planning, Organization

Organizing for International Operations

The Taxation of Business Income from Foreign Operations: Studies in U. S., Foreign, and International Tax Law

Marketing Division:

Analyzing and Improving Marketing Performance: "Marketing Audits" in Theory and Practice

The District Sales Manager: His Problems, Practices, and Responsibilities

Establishing a New-Product Program: Guides for Effective Planning and Organization

The Integrated Approach to Product Planning, with a Paper on Consumer Buying Habits

Materials and Methods of Sales Forecasting

Office Management Division:

The Changing Dimensions of Office Management: Technical and Managerial Trends in Administrative Operations

Control of Non-Manufacturing Costs

Preparing the Office Manual

Techniques of Office Cost Control

Packaging Division:

Company Studies in Packaging Cost Reduction--Presentations by H. J. Heinz Company and Bendix Aviation Corporation

Integrated Packaging and Material Handling

Know Your Packaging Materials

Marketing Research Reports on Packaging

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AMA PUBLICATIONS AVAILABLE FOR RETENTION (cont'd)

Packaging with Plastics

Plastic Sheet Forming--Materials and Methods for Packaging and Industry

Personnel Division:

Company Severance Pay Plans

Human Relations and the Industrial Order (an address by Dr. Charles H. Malik, President of the General Assembly of the United Nations, on 18 February 1959)

Industrial Relations Here and Now

Jobs in Employee Relations

Looking Ahead in Labor Relations, and Other Challenges for Personnel Management

Meeting the Productivity Challenge

Overtime Compensation for Exempt Employees

Labor Turnover: Calculation and Cost

Supervisory Responsibility and Authority

Research and Development Division:

How to Plan Products that Sell: Guides for Development and Commercialization

Maintaining the Product Portfolio: The Commercial Development Concept

The Management of Scientific Manpower, with a Special Supplement on Engineering Education

Organizing for Product Development

Organizing the Research Function for Profit

Planning Ahead for Profits: Prospects and Programs for Corporate Growth

Strengthening the Research Effort: Personnel, Tools, Potentials

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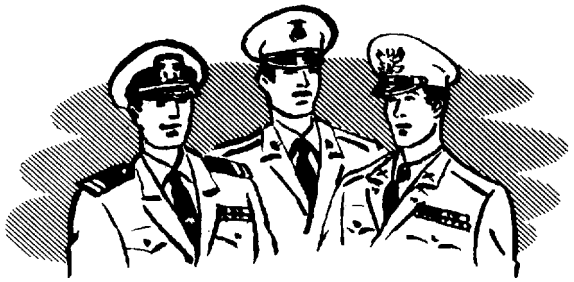

Military Reservist ACTIVITIES

By agreement between the Agency and the Department of Defense, the majority of the Agency's military reservists in an active status will be utilized in any emergency against the Agency's over-all military personnel requirements. It is essential, therefore, that training opportunities be provided which will enable reservists to maintain military proficiency and to obtain skills for performance of wartime duties.

Annual active-duty training tours constitute an important segment of the reserve training program. In an effort to inform reservists as well as their supervisors of available training opportunities, this Military Reservist Activities Section has been added to the Bulletin. Courses offered by the Army, Navy, and Air Force will be included in addition to information on suitable conferences, seminars, and special training programs. Supervisors are urged to make the Bulletin available to reservists in their offices.

Applications for active-duty training tours will continue to be submitted in accordance with established procedures. Additional information on programs for reservists may be obtained from the Mobilization and Reserve Branch, MMPD/OP, 25X1

The following training courses are available during the period 1 January-31 March 1961. All courses are two weeks unless indicated otherwise.

DEPARTMENT OF ARMY

Course		Starting Date
Engineer School, Fort Belvoir, Va.		
5-A-FI	Special Demolitions (3 weeks)	13 Feb
5-A-FI	Special Demolitions (3 weeks)	20 Mar
5-G-F2	Disaster Recovery	6 Feb

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DEPARTMENT OF ARMY (cont'd)

Course		Starting Date
Artillery and Missile School, Fort Sill, Oklahoma		
6-A-F5	Div Arty Staff Officer Refresher (1 week)	9 Jan
6-A-F6	Senior Field Arty Officer (2 weeks, 3 days)	6 Mar
Infantry School, Fort Benning, Georgia		
7-D-F10	Trainfire Instruction	31 Mar
Medical Service School, Brooke Army Medical Center, Fort Sam Houston, Texas		
8-A-C10	AMEDS Company Grade Officer Refresher	30 Jan
8-A-C11	AMEDS Field Grade Officer Refresher	30 Jan
8-A-F7	Military Medicine Refresher	20 Feb
Ordnance School, Aberdeen Proving Grounds, Maryland		
9-A-C9	Ordnance Officer Refresher	27 Mar
Ordnance GM School, Huntsville, Alabama		
9-G-F1	Ordnance GM Management Orientation	9 Jan
9-G-F1	Ordnance GM Management Orientation	6 Feb
9-G-F1	Ordnance GM Management Orientation	13 Mar
Quartermaster School, Fort Lee, Va.		
10-A-C9	QM Officer Refresher	19 Jun
Signal School, Fort Monmouth, New Jersey		
11-A-F8	Electronic Warfare Staff Officer	23 Jan
11-A-F8	Electronic Warfare Staff Officer	27 Feb
11-A-C9	Signal Officer Refresher	16 Jan
The Adjutant General's School, Fort Benjamin A. Harrison, Indiana		
12-A-C9	AG Officer Refresher	13 Jan
Armor School, Fort Knox, Kentucky		
17-A-C6	Armor Officer Refresher	6 Feb
17-A-C6	Armor Officer Refresher	13 Mar

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Course		Starting Date
The Provost Marshal General's School, Fort Gordon, Georgia		
19-I-F2	Physical Security	16 Jan
19-A-F4	Corrections & Confinement Advanced	13 Mar
19-G-F8	Continuity of Essential Installation Operations (10 days)	6 Feb
19-D-F9	US Army Missile Site Security	13 Mar
Air Defense School, Fort Bliss, Texas		
44-G-F1	Nuclear Weapons & Guided Missile Orientation (1 week)	9 Jan
44-G-F1	Nuclear Weapons & Guided Missile Orientation (1 week)	16 Jan
44-G-F1	Nuclear Weapons & Guided Missile Orientation (1 week)	30 Jan
44-G-F1	Nuclear Weapons & Guided Missile Orientation (1 week)	13 Mar
44-A-F2	Senior Artillery Officer SAM (1 week, 5 days)	9 Jan
44-A-F2	Senior Artillery Officer SAM (1 week, 5 days)	6 Mar
44-A-F2	Senior Artillery Officer SAM (1 week, 5 days)	20 Mar
44-H-F25	Nike System Electronic Warfare (1 week)	16 Jan
44-H-F25	Nike System Electronic Warfare (1 week)	23 Jan
44-H-F25	Nike System Electronic Warfare (1 week)	13 Feb
44-H-F25	Nike System Electronic Warfare (1 week)	13 Mar
Transportation School, Fort Eustis, Virginia		
55-B-F7	Air Transportability Planning	27 Feb
Command & General Staff College, Fort Leavenworth, Kansas		
250-A-F2	Senior Officer Nuclear Weapons Employment	6 Feb
250-A-F2	Senior Officer Nuclear Weapons Employment	20 Feb
250-A-F2	Senior Officer Nuclear Weapons Employment	6 Mar
250-A-F2	Senior Officer Nuclear Weapons Employment	20 Mar
Defense Atomic Support Agency, Sandia Base, New Mexico		
9-G-F20	Nuclear Weapons Employment Familiarization (WEF)	30 Jan
9-G-F20	Nuclear Weapons Employment Familiarization (WEF)	27 Feb
9-G-F20	Nuclear Weapons Employment Familiarization (WEF)	13 Mar

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DEPARTMENT OF ARMY (cont'd)

Course		Starting Date
Management School, Fort Belvoir, Virginia		
900-G-F3	Army Management Orientation Course (1 week)	27 Feb
900-G-F1	Army Management Course (3 weeks)	9 Jan
900-G-F1	Army Management Course (3 weeks)	30 Jan
900-G-F1	Army Management Course (3 weeks)	13 Mar

DEPARTMENT OF NAVY

Air Intelligence		
AI.3	Advanced Photo Intelligence, NAS, Norfolk, Va.	23 Jan
AI.4	Basic Radar Analysis, NAS, Norfolk, Va.	9 Jan
AI.17	Advanced Radar Analysis, Naval Station, Wash., D.C.	9 Jan
Amphibious Warfare Indoctrination		
S.1	Amphibious Base, Little Creek, Va.	Each Monday
Atomic, Biological, & Chemical Warfare		
	Defense Course, Phase I. Naval Base, Phila., Pa.	3 & 30 Jan
	Defense Course, Phase I. Naval Base, Phila., Pa.	27 Feb
	Defense Course, Phase I. Naval Base, Phila., Pa.	27 Mar
	Defense Course, Phase II. Naval Base, Phila., Pa.	17 Jan
	Defense Course, Phase II. Naval Base, Phila., Pa.	13 Feb
	Defense Course, Phase II. Naval Base, Phila., Pa.	13 Mar
Hydrographic Office		
	Various Selected Courses	
Law Seminar, Naval Station, New Orleans, La.		29 Jan
Naval Attache Course, Naval Station, Washington, D. C.		27 Feb
Mine Warfare, Mine Warfare School, Charleston, S. C.		9 Jan
Mine Warfare, Mine Warfare School, Charleston, S. C.		6 Feb
Mine Warfare, Mine Warfare School, Charleston, S. C.		6 Mar

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Course	Starting Date
Operational Communications	
C.1 (General) Amphibious Base, Little Creek, Va.	3 Jan
C.1 (General) Amphibious Base, Little Creek, Va.	6 Feb
C.1 (General) Amphibious Base, Little Creek, Va.	6 Mar
Operational Intelligence	
1.1 (Basic) Amphibious Base, Little Creek, Va.	3 Jan
1.1 (Basic) Amphibious Base, Little Creek, Va.	20 Feb
1.2 (Advanced) Amphibious Base, Little Creek, Va.	16 Jan
1.2 (Advanced) Amphibious Base, Little Creek, Va.	6 Mar
1.3 (Beach) Amphibious Base, Little Creek, Va.	6 Feb
Research Reserve Seminar	
Aviation Medicine, Pensacola Naval Air Station, Florida	20 Mar
Seminar on Guided Missiles, Bureau of Weapons, Wash., D. C.	30 Jan
Seminar on Weapons (East Coast) Bureau of Weapons, Washington, D. C.	27 Mar
DEPARTMENT OF AIR FORCE	
Air Intelligence, Sheppard AFB, Texas	14 Feb
Air Intelligence, Sheppard AFB, Texas	14 Mar
Orientation Course, Warfare Systems School, Maxwell AFB, Alabama	13 Feb
Orientation Course, Warfare Systems School, Maxwell AFB, Alabama	27 Feb

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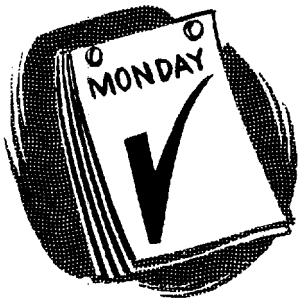

Registrar's REMINDERS

Dates of OTR courses for the first three months of 1961 are listed. Applications (Form 73, Request for Internal Training) are sent to the Registrar through Training Officers. The Training Officer will notify the applicant of acceptance in a course.

Course	Close of Registration	Dates of Courses
Administrative Procedures (Ft-120 hrs) 25X1A6A 136, [redacted] (Indicate Phase)	3 Jan 6 Mar	9 Jan - 27 Jan 13 Mar - 31 Mar
Budget and Finance Procedures 25X1A6A (Ft-80 hrs) 132, [redacted]	19 Dec 27 Feb	3 Jan - 13 Jan 6 Mar - 17 Mar
CIA Review (Pt-2 hrs) 117 Central	Register with TO	10 Jan 14 Feb 14 Mar
Clerical Refresher Program (Pt-20 to 30 hrs) 508, 1016 16th Street Pre-test for Shorthand Thursday before beginning date of course. Hours for test: 0930-1100	3 Jan 6 Feb	9 Jan - 3 Feb 13 Feb - 10 Mar
Anti-Communist Operations (Pt-80 hrs) 0830-1230 2103 Alcott	23 Jan	30 Jan - 24 Feb
Communist Party Organization & Operations (Pt-80 hrs) 0830-1230 2103 Alcott	20 Feb	27 Feb - 24 Mar

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Course	Close of Registration	Dates of Courses
Conference Techniques (Pt-24 hrs) Mon, Wed 0930-1130 2027 R&S	23 Jan	30 Jan - 8 Mar
Dependents Briefing (Pt-6 hrs) 117 Central	Register with TO	10 Jan - 11 Jan 7 Feb - 8 Feb 7 Mar - 8 Mar
Effective Speaking (Pt-24 hrs) Mon, Wed 0930-1130 2025 R&S	6 Mar	13 Mar - 19 Apr
Intelligence Orientation (Ft-120 hrs) R&S Auditorium	27 Feb	6 Mar - 24 Mar
Intelligence Research - Maps (Pt-45 hrs) Mon, Wed, Fri 0900-1200 2027 R&S	27 Feb	6 Mar - 7 Apr
Intelligence Research - Techniques (Ft-120 hrs) 2251 R&S	27 Feb	6 Mar - 31 Mar
Intelligence Review (Pt-35 hrs) 0900-1230 153, [redacted]	30 Jan	6 Feb - 17 Feb
Management (Pt-40 hrs) 0830-1230 155, [redacted] GS 11-13	3 Jan	9 Jan - 20 Jan
GS 14 and above	30 Jan	6 Feb - 17 Feb

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Course	Close of Registration	Dates of Courses
Operations Support (Ft-200 hrs) 25X1A6A 136, [redacted]	30 Jan	6 Feb - 10 Mar
Supervision (Pt-40 hrs) 0830-1230 25X1A6A 155, [redacted]		
GS 5-9	16 Jan	23 Jan - 3 Feb
GS 10 and above	20 Feb	27 Feb - 10 Mar
Survey of Supervision and Management (Pt-20 hrs) 0830-1230 25X1A6A 155, [redacted]	6 Mar	13 Mar - 17 Mar
Writing Workshops (Pt-27 hrs)		
Basic	3 Jan	9 Jan - 2 Feb
Intermediate	13 Feb	20 Feb - 16 Mar
Advanced (ORR)	3 Jan	9 Jan - 2 Feb
1st Wk: Mon, Tues, Thrus Last 3 Wks: Tues, Thurs 0900-1200 Pretests for the Intermediate and Advanced Writing Workshops will be given: 19 Dec (1330 hours, 1331 R&S) 6 Feb		
USSR - Basic Country Survey (Pt-60 hrs) Mon, Wed, Fri 0830-1200 2241 R&S	13 Mar	20 Mar - 5 May

OPERATIONS COURSES

Code	Close of Registration	Dates of Courses
402 (Ft) 240 hrs.	27 Feb	13 Mar - 21 Apr
407 (Pt) 60 hrs.	9 Jan	16 Jan - 6 Feb
409 (Ft) 80 hrs.	16 Jan	23 Jan - 3 Feb
416 (Ft) 160 hrs.	23 Jan	6 Feb - 3 Mar

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Code			Close of Registration	Dates of Courses
417	(Ft)	120 hrs.	3 Jan 20 Feb	9 Jan - 27 Jan 27 Feb - 17 Mar
418	(Pt)	4 hrs.	6 Feb	8 Feb
420	(Ft & Pt)	80 hrs.	23 Jan	30 Jan - 17 Feb
425	(Ft)	160 hrs.	3 Jan	16 Jan - 10 Feb
427	(Pt)	40 hrs.(afternoons)	30 Jan	6 Feb - 17 Feb
428	(Ft)	80 hrs.	3 Jan 27 Feb	9 Jan - 23 Jan 6 Mar - 17 Mar
429	(Pt)	60 hrs.	23 Jan	30 Jan - 17 Feb
436	(Ft)	160 hrs.	13 Mar	10 Apr - 5 May
439	(Ft)	160 hrs.	24 Apr	8 May - 2 Jun
442	(Ft)	80 hrs.	13 Feb	20 Feb - 6 Mar

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LANGUAGE COURSES

Registration dates for intensive (full-time) study have been established well in advance of the starting dates of courses to ensure sufficient time for the Qualifications Review Panel to consider each application. The panel's approval must be obtained before enrollment will be authorized.

Applications are sent to the Registrar through Training Officers. Students who intend to take one or more phases of a course must submit an application for each phase and may submit all applications when they first apply.

Full-time study includes reading, writing and speaking; part-time is as identified.

Course	Close of Registration	Dates of Course
Full-time		
Arabic (Basic) 1600 hrs. (Lebanese-Palestinian dialect)	16 Jan	20 Feb - 22 Dec 61
French (Basic) 800 hrs	13 Feb	27 Mar - 18 Aug
French (Intermediate) 400 hrs.	16 Jan	27 Feb - 5 May
German (Basic) 800 hrs.	13 Feb	27 Mar - 18 Aug
German (Intermediate) 400 hrs.	6 Feb	20 Mar - 26 May
Persian (Basic) 960 hrs.	30 Jan	13 Mar - 25 Aug
Russian (Advanced) 520 hrs.	9 Jan	6 Feb - 5 May
Spanish (Intermediate) 400 hrs.	16 Jan	27 Feb - 5 May
Part-time		
Bulgarian (Basic) 90 hrs. Reading - Phase II Three 2-hour classes a week	23 Jan	6 Feb - 19 May
Chinese (Basic) 120 hrs. RSW - Phase I Three 2-hour classes a week	13 Mar	27 Mar - 11 Aug
Chinese (Basic) 120 hrs. RSW - Phase II Three 2-hour classes a week	13 Mar	27 Mar - 11 Aug
Chinese (Basic) 120 hrs. Reading - Phase II Three 2-hour classes a week	13 Mar	27 Mar - 11 Aug

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Course	Close of Registration	Dates of Course
East European Languages 60 hrs. (Albanian, Bulgarian, Czech, Hungarian, Polish, Serbo-Croatian) Workshop - Reading One 3-hour class and One 1-hour class a week	23 Jan	6 Feb - 19 May
French (Basic) 100 hrs. RSW - Phase I Five 2-hour classes a week	Immediately	9 Jan - 17 Mar
French (Basic) 100 hrs. RSW - Phase II Five 2-hour classes a week	Immediately	9 Jan - 17 Mar
French (Basic) 100 hrs. RSW - Phase II Five 2-hour classes a week	20 Mar	3 Apr - 9 Jun
French (Basic) 60 hrs. RSW - Phase III Three 2-hour classes a week	20 Mar	3 Apr - 9 Jun
French (Basic) 60 hrs. Reading Three 2-hour classes a week	20 Mar	3 Apr - 9 Jun
French (Workshop) 60 hrs. Reading Three 2-hour classes a week	Immediately	9 Jan - 17 Mar
German (Basic) 120 hrs. RSW - Phase I Three 2-hour classes a week	13 Mar	27 Mar - 18 Aug
German (Basic) 120 hrs. RSW - Phase II Three 2-hour classes a week	13 Mar	27 Mar - 18 Aug
German (Intermediate) 120 hrs. RSW - Phase II Three 2-hour classes a week	13 Mar	27 Mar - 18 Aug
German (Basic) 60 hrs. Reading - Phase I Three 2-hour classes a week	3 Jan	16 Jan - 24 Mar

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Course	Close of Registration	Dates of Course
German (Basic) 60 hrs. Reading - Phase II Three 2-hour classes a week	20 Mar	3 Apr - 9 Jun
German (Workshop) 40 hrs. Reading One 3-hour class and One 1-hour class a week	Immediately	9 Jan - 17 Mar
Greek (Basic) 300 hrs. RSW Five 2-hour classes a week	3 Jan	16 Jan - 18 Aug
Hungarian (Basic) 90 hrs. Reading - Phase II Three 2-hour classes a week	23 Jan	6 Feb - 19 May
Italian (Basic) 100 hrs. RSW - Phase I Five 2-hour classes a week	Immediately	9 Jan - 17 Mar
Italian (Basic) 100 hrs. RSW - Phase II Five 2-hour classes a week	Immediately	9 Jan - 17 Mar
Italian (Basic) 100 hrs. RSW - Phase II Five 2-hour classes a week	20 Mar	3 Apr - 9 Jun
Italian (Basic) 60 hrs. RSW - Phase III Three 2-hour classes a week	20 Mar	3 Apr - 9 Jun
Italian (Workshop) 60 hrs. Reading Three 2-hour classes a week	Immediately	9 Jan - 17 Mar
Japanese (Basic) 120 hrs. RSW - Phase I Three 2-hour classes a week	13 Mar	27 Mar - 11 Aug
Japanese (Basic) 120 hrs. RSW - Phase II Three 2-hour classes a week	13 Mar	27 Mar - 11 Aug

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Course	Close of Registration	Dates of Course
Japanese (Intermediate) 120 hrs. RSW - Phase I Three 2-hour classes a week	13 Mar	27 Mar - 11 Aug
Romanian (Basic) 100 hrs. RSW - Phase I Five 2-hour classes a week	Immediately	9 Jan - 17 Mar
Romanian (Basic) 100 hrs. RSW - Phase II Five 2-hour classes a week	Immediately	9 Jan - 17 Mar
Romanian (Basic) 100 hrs. RSW - Phase II Five 2-hour classes a week	20 Mar	3 Apr - 9 Jun
Romanian (Basic) 60 hrs. RSW - Phase III Three 2-hour classes a week	20 Mar	3 Apr - 9 Jun
Romanian (Basic) 60 hrs. Reading Three 2-hour classes a week	20 Mar	3 Apr - 9 Jun
Romanian (Workshop) 60 hrs. Reading Three 2-hour classes a week	Immediately	9 Jan - 17 Mar
Russian (Familiarization) 24 hrs. Two 1-hour classes a week	23 Jan	6 Feb - 28 Apr
Russian (Familiarization) 24 hrs. Two 1-hour classes a week	24 Apr	8 May - 28 Jul
Russian (Basic) 120 hrs. RSW - Phase I Three 2-hour classes a week	23 Jan	6 Feb - 23 Jun
Russian (Basic) 120 hrs. RSW - Phase II Three 2-hour classes a week	27 Feb	13 Mar - 28 Jul
Russian (Basic) 120 hrs. RSW - Phase III Three 2-hour classes a week	27 Feb	13 Mar - 28 Jul

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Course	Close of Registration	Dates of Course
USSR Integrated Area-Language 90 hrs. RSW - Phase II Three 2-hour classes a week	23 Jan	6 Feb - 19 May
Russian (Basic) 90 hrs. Reading - Phase I Three 2-hour classes a week	23 Jan	6 Feb - 19 May
Russian (Basic) 90 hrs. Reading - Phase II Three 2-hour classes a week	23 Jan	6 Feb - 19 May
Russian (Intermediate) 90 hrs. Reading - Science & Technology II Three 2-hour classes a week	23 Jan	6 Feb - 19 May
Russian (Intermediate) 90 hrs. Reading - Economic & Political II Three 2-hour classes a week	23 Jan	6 Feb - 19 May
Spanish (Basic) 100 hrs. RSW - Phase I Five 2-hour classes a week	Immediately	9 Jan - 17 Mar
Spanish (Basic) 100 hrs. RSW - Phase II Five 2-hour classes a week	Immediately	9 Jan - 17 Mar
Spanish (Basic) 100 hrs. RSW - Phase II Five 2-hour classes a week	20 Mar	3 Apr - 9 Jun
Spanish (Basic) 60 hrs. RSW - Phase III Three 2-hour classes a week	20 Mar	3 Apr - 9 Jun
Spanish (Basic) 60 hrs. Reading Three 2-hour classes a week	20 Mar	3 Apr - 9 Jun
Spanish (Workshop) 60 hrs. Reading Three 2-hour classes a week	Immediately	9 Jan - 17 Mar

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ENCOURAGEMENT OF CREATIVITY

Those who are called upon to stimulate research and to administer research programs are concerned with the question of how to foster (if it can be done) the creativity of those engaged in research. There appears to be no one answer to the question. Varied approaches are being tried--some with apparent success. These range from tangible awards for usable ideas to planned attention to the psychological intangibles that motivate men. More and more, however, it seems that the intangible factors--such as freedom of action, challenge, and recognition--are of greater significance in stimulating creative thought.

Permitting the creative person the greatest possible leeway for action appears to be vital. When objectives are stated broadly and the paths to their accomplishment not narrowly defined, the creative person is, in effect, given tacit encouragement to go beyond the conventional approaches. Often breadth in objectives brings results beyond all expectation.

Receptiveness to new ideas is most important in inspiring creative effort. Obviously, not all ideas of creative people merit endorsement and they are usually the first to recognize this. But certainly such individuals deserve thoughtful consideration of new concepts that emerge from their efforts.

A proper working atmosphere is a significant factor in encouraging creativity. It will reflect the expectation of sophisticated accomplishment, appreciation of the importance of what is being done, and the expectation that all concerned will give their best efforts.

Freedom to exchange ideas is vital. Creative persons need new ideas and viewpoints to inspire and aid them in their work. But, at the same time, an exchange does not really take place unless one's knowledge can be shared with others.

Persons assembled to do creative work require frequent assignments that challenge their capabilities. Sharp minds can be dulled by pedestrian tasks. Assignments that combine intellectual challenge along with foreseeable benefit to society often inspire creative individuals to their greatest effectiveness.

Recognition of a person's accomplishments can be a paramount factor in encouraging the extension of his creative ability. Dollars are an obvious and expected reward. But a personal pat on the back and well-conceived group recognition may give more profound satisfaction. The ultimate recognition, of course, is frequently the mere act of granting a man opportunities for developing his own ideas.

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ENCOURAGEMENT OF CREATIVITY (cont'd)

Creativity is perhaps the rarest of human talents and most responsible for human progress. The nurturing of such a talent is rightfully a primary concern of those in a position to bring about its increase.

(Reprint, Battelle Technical Review, Vol. 8, No. 9, Sept., 1959)

THE UNUSUAL APPROACH

A rather unique solution to a perplexing problem was described in the October-December issue of the Civil Service Commission Journal:

> "One of the CSC's standards writers, faced with a need to cite some examples in the obviously unciteable intelligence occupation, came up with the following ingenious solution, which appears in the position classification standard for the Intelligence Services, GS-132-0: The information desired may be in the realm of factual, statistical, or other concrete data. For example, what was the production of chariots for fiscal '92 in Assyria? (Assyria does not release information of this sort); who is Marcus Claudius, the man who has just engineered a coup d'etat in Babylon and what is his political backing? Or what are the operational characteristics of the new Etruscan slingshot? It may be of a more speculative nature: What percentage of the gross national product of Etruria will be devoted to offensive armament 5 years from now? What are the reactions of the prime minister of Babylon toward a certain proposal likely to be? In what direction is Assyrian chariot research tending?"

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DIRECTORIES

OFFICE OF TRAINING

Director of Training	Matthew Baird		
Deputy Director of Training	[redacted]	11	25X1
		11	25X1
Plans and Policy Staff		17	
Educational Specialists			
Support Staff		17	
Assessment and Eval. Staff		1331A	R&S
Junior Officer Training Program		2219	Alcott
Intelligence School		2013	R&S
International Sommunism		2109	Alcott
Operations School		201C	[redacted] 25X1
Language and Area School		2206	Arl. T.
Area Training		2210	Arl. T.
Language Training		2206	Arl. T.
Special Programs - Tutorial		2206	Arl. T.
Vol. Language Training		2206	Arl. T.
Registrar Staff		2623	Qtrs. Eye
Deputy Registrar		2623	Qtrs. Eye
Admissions and Information		2605	Qtrs. Eye
External Training		2620	Qtrs. Eye

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DD/I TRAINING OFFICERS

25X1

Assts. for DD/I (Admin)			347	Admin
O/DDI			354	Admin
OCR			350	26th St.
ORR			1003	M
			1015	M
ONE			105	Admin
OCI			2050	Q
			2251	Q
OSI			244	Barton
OBI				
OO			402	1717 H St.
CONTACT			506	1717 H St.
FBID			414	1717 H St.
FDD			2021	
PIC			605	Steuart

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DD/S TRAINING OFFICERS

Special Assts. for DD/S			120	East
Audit			2218	Curie
Communications			1503	Eye
Comptroller			1039	Alcott
General Counsel			226	East
Logistics			1C53	Qtrs. Eye
Management			2925	Qtrs. Eye
Medical			2714	Eye
Personnel			2602	Curie
Security			1307	Eye
Training			2623	Qtrs. Eye

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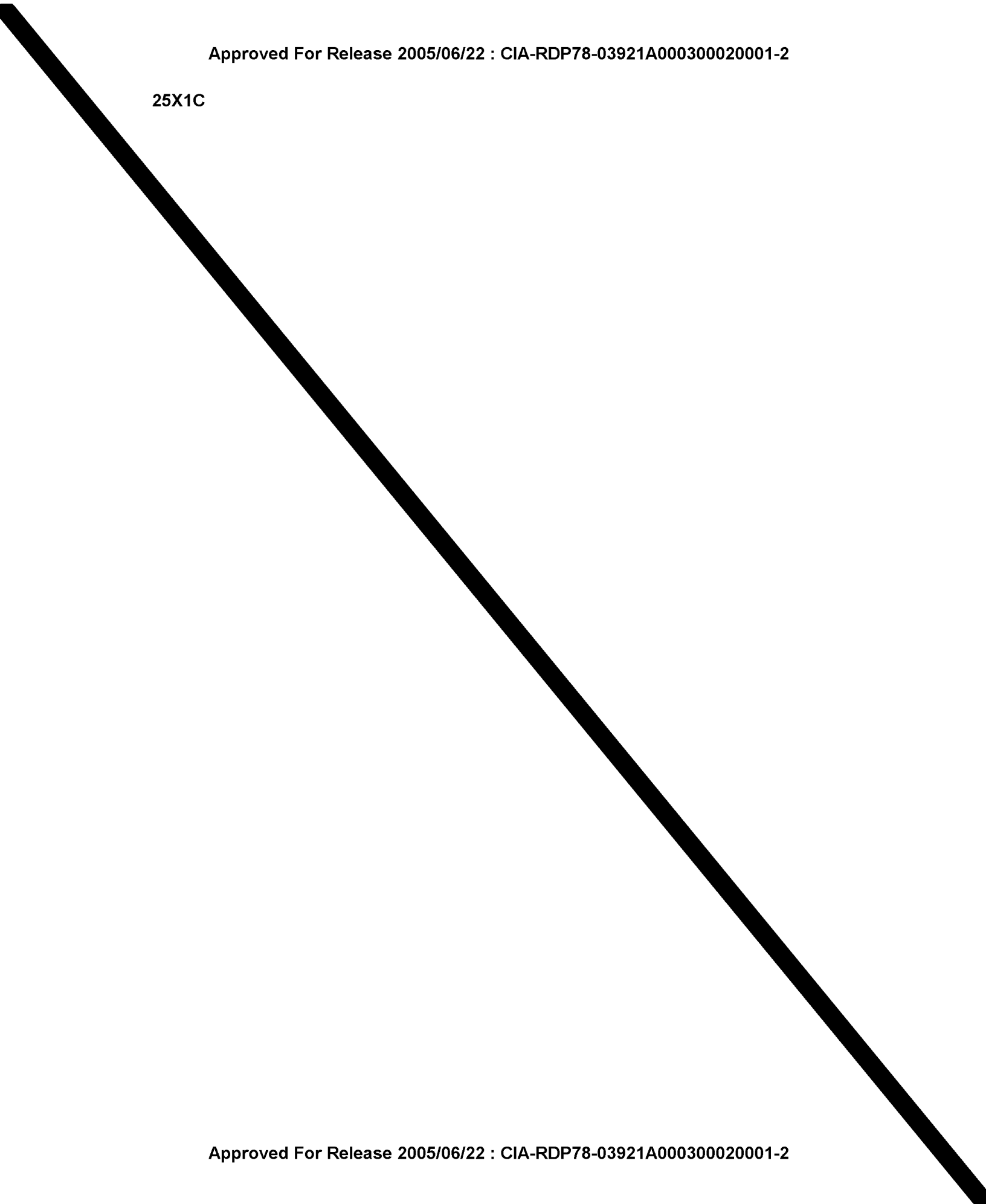

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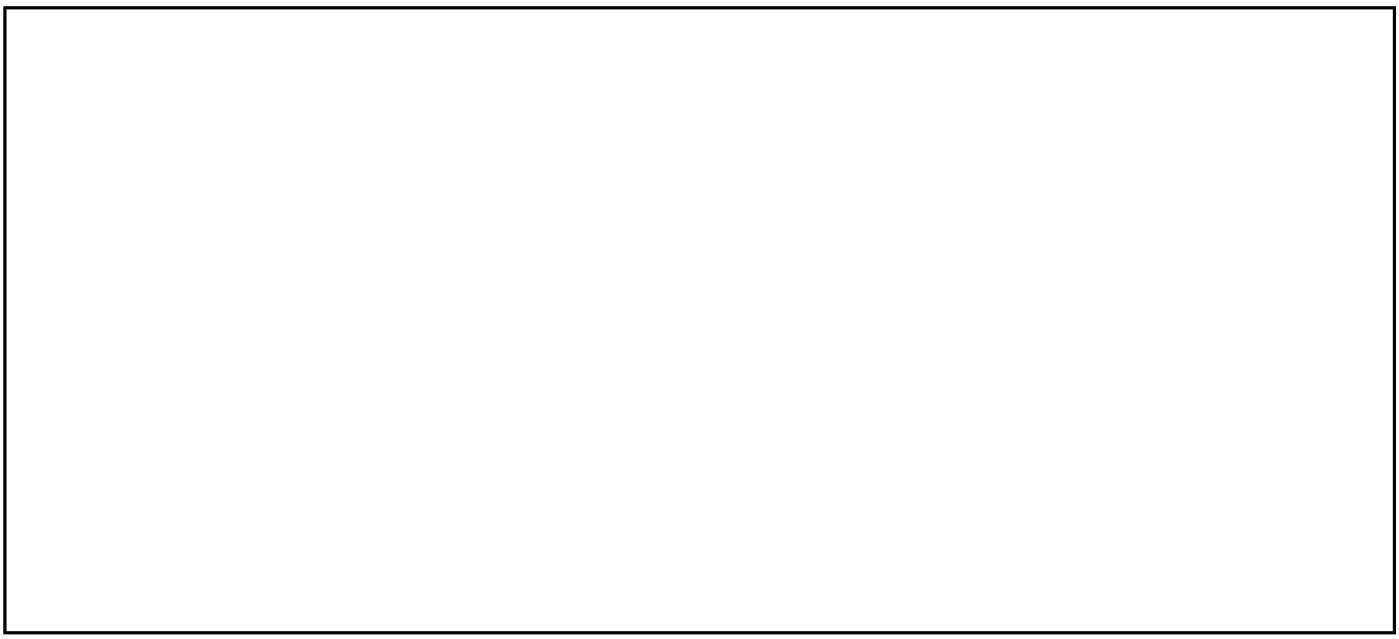

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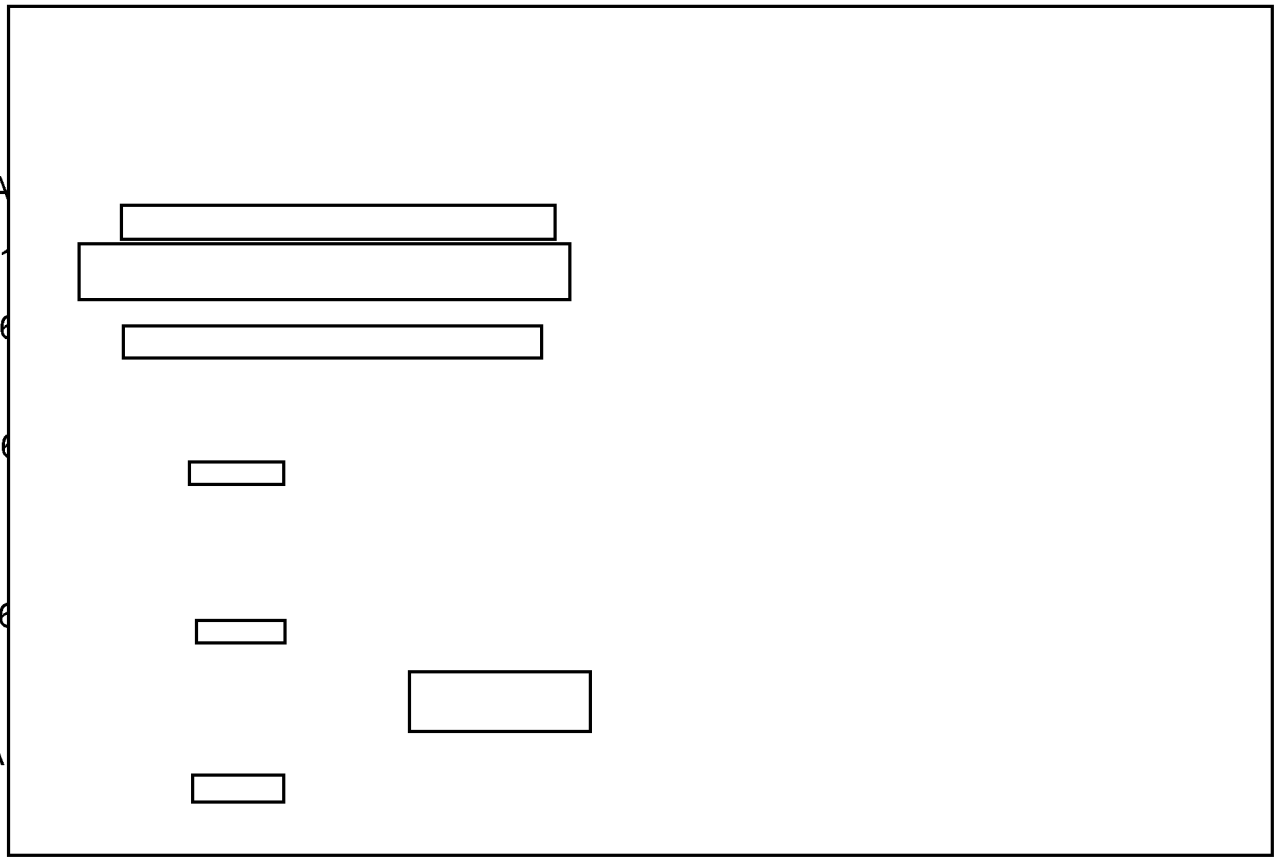

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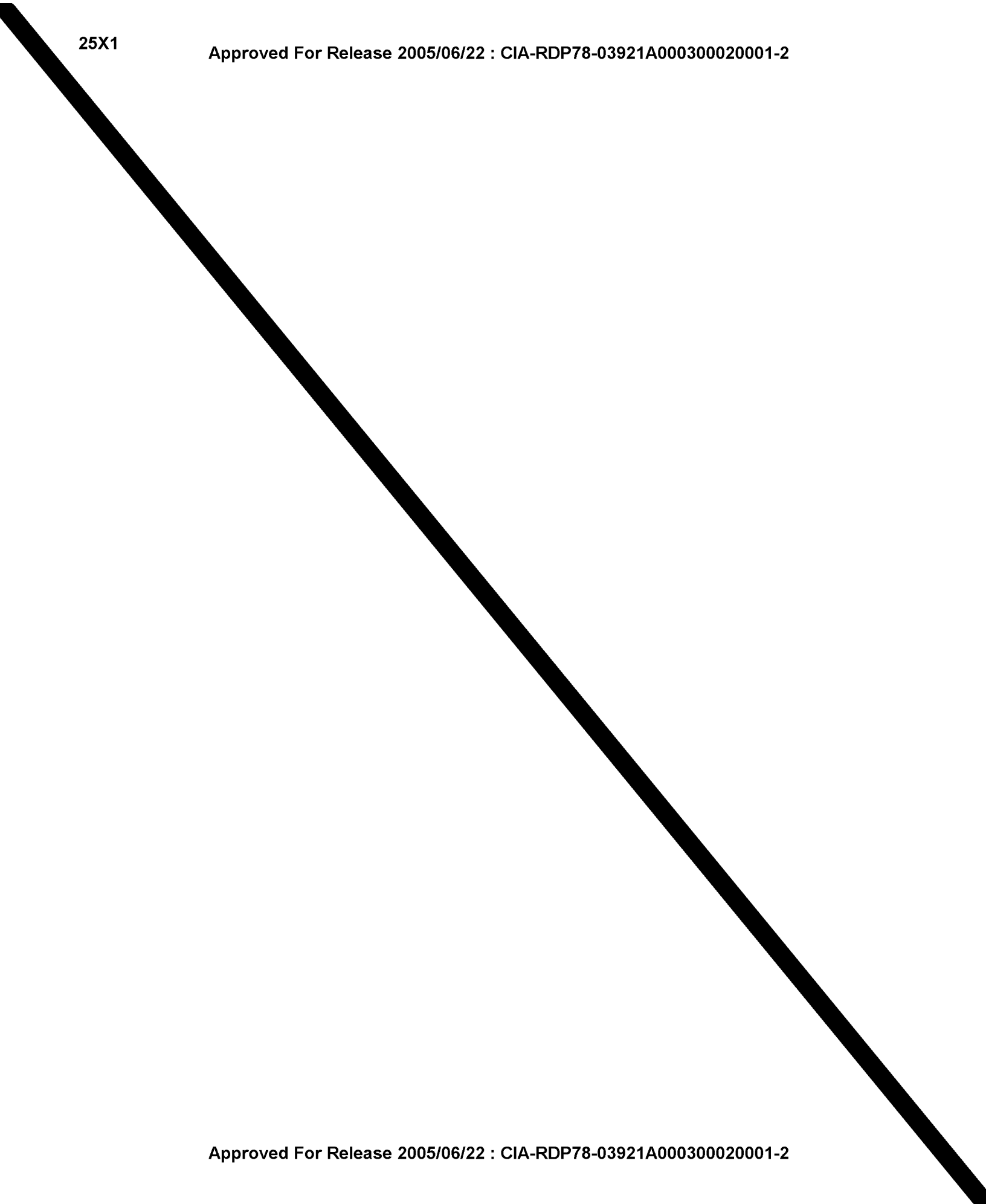

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